



## DEPARTMENT OF THE NAVY

COMMANDER NAVAL RESERVE FORCE  
4400 DAUPHINE STREET  
NEW ORLEANS, LOUISIANA 70146-5046

COMNAVRESFORINST 7100.4C  
N81

### COMNAVRESFOR INSTRUCTION 7100.4C

7 SEP 1999

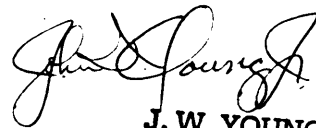
Subj: NAVAL RESERVE PROGRAM OBJECTIVES MEMORANDUM (POM)

Encl: (1) POM Development Procedures  
(2) POM 02 COMNAVRESFOR Claimant Issue  
(3) PPBS Definitions

1. Purpose. To provide guidance concerning the development of Commander, Naval Reserve Force (COMNAVRESFOR) issue papers to support the Naval Reserve strategic plan in the Department of Defense Planning, Programming, and Budgeting System process. This instruction has been completely revised and should be read in its entirety.
2. Cancellation. COMNAVRESFORINST 7100.4B
3. Background. The Department of the Navy's POM is a biennial input by the major claimants, such as COMNAVRESFOR, to the planning and programming phases of the Department of Defense Planning, Programming, and Budgeting System. The POM details allocation of forces, manpower, and funds for a 6-year period. Dollar totals are restricted to fiscal limits given in the Defense Planning Guidance. For example, August 1999, begins the process for the Fiscal Year (FY) 2002-2007 POM, with the first 2 years being the FY02/FY03 budget estimate submission. Only those issues which are fully justified in the eyes of the Resource Sponsors will survive the POM process. Issues must reflect true needs and priorities of COMNAVRESFOR's internal and external customers; in addition, issues must be focused and defensible containing clear and concise narratives.
4. Discussion. Issues affecting the Claimancy are initiated by the Fleet Commander in Chiefs (CINCs), Active Component Navy, COMNAVRESFOR staff, and echelons III, IV, and V Commands. Issues are written and developed by Subject Matter Experts (SME) using validated requirements. Issues that involve an increase of manpower must be documented by an approved efficiency review. However, if an efficiency review has not been completed in time for the POM process, manpower issues will be accepted for staffing at the COMNAVRESFOR level. Each issue is reviewed by COMNAVRESFOR (N8) for accuracy, consistency, and alignment with Naval Reserve Strategic Plan and corresponding COMNAVRESFOR guidance. A budgetary review will be conducted by COMNAVRESFOR (N00F) prior to issue submission to the Requirements Review Board (RRB) for prioritization and forwarding to the Naval Reserve Program Strategy Board (NRPSB) for final approval. Issues undergo further review by the Chief of Naval Operations (CNO (N958)), the Assessment Sponsor, before submitting to the cognizant Resource Sponsor for consideration in the POM process.
5. Action. Per enclosure (1) of this instruction, echelon V commanders may develop issues for resource requirements as long as those issues adhere to the Naval Reserve strategic plan and corresponding COMNAVRESFOR guidance. Additionally, echelon V commanders must submit their requirements via the appropriate chain of command using the Microsoft Excel spreadsheet format of enclosure (2) of this instruction. Failure to use the Microsoft Excel spreadsheet will cause undue delay and may result in nonsubmission of the issue. Enclosure (3) of this instruction contains definitions that may be useful to the issue paper writer. Claimant issue paper inputs are due to COMNAVRESFOR (N8) by 15 October, whether it is in support of the biennial POM or an off year Program Review.

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6. Report. The Program Objective Memorandum (POM) input in paragraph 5 above requests/requirements has been assigned report control symbol COMNAVRESFOR 7100-15. This requirement will remain in effect for 3 years from the date of this directive.



**J. W. YOUNG, JR.**  
**Chief of Staff**

Distribution: (COMNAVRESFORINST 5218.2B)

List B1 (less 23C)

B2 (FR3, FR4, FR5, FR9, FR16, C61B, FR20 only)

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List A (A3 (N095) only)

B2 (less 26X)

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POM DEVELOPMENT PROCEDURES

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1. Government Performance Results Act (GPRA) of 1993. The implementation of the Government Performance Results Act has warranted change in the way that the Federal Government does business. The 103<sup>rd</sup> Congress made the following assessments:

a. Waste and inefficiency in Federal programs undermine the confidence of the American people in the Government and reduces the Federal Government's ability to address adequately vital public needs.

b. Federal managers are seriously disadvantaged in their efforts to improve program efficiency and effectiveness, because of insufficient articulation of program performance.

c. Congressional policy making, spending decisions, and program oversight are seriously handicapped by insufficient attention to program performance and results.

2. Purpose of GPRA. The purpose of GPRA is to improve the confidence of the American people in the capability of the Federal Government, by systematically holding Federal agencies accountable for achieving program results. The aforementioned purpose means setting program goals, measuring program performance against those goals and reporting publicly on their progress. The strategic plan is the means by which the Federal Government sets program goals, measures those goals and accounts for program results. Another purpose of GPRA is to improve Federal program effectiveness and public accountability by promoting a new focus on results, service quality, and customer satisfaction. GPRA also helps Federal managers improve service delivery, by requiring that those managers plan for meeting program objectives and by providing them with information about program results and service quality.

3. Strategic Planning. The strategic plan is composed of an all-encompassing vision, followed by a comprehensive mission statement that covers the major functions and operations of an agency, i.e., The Department of Defense (DoD). The plan contains general goals and objectives, including outcome-related goals and objectives for major functions. An outcome-related goal is a performance goal; moreover, it has a target level of performance, expressed as a tangible, measurable objective, against which actual achievement is compared. An outcome-related goal is also a goal that is expressed as a quantitative standard, value or rate. Strategic plans cover a period of not less than 5 years forward from the FY year in which the plan is submitted; moreover, it should be updated and revised at least every 3 years. In addition, agency strategic plans are submitted to the Office of Management and Budget (OMB) and to the Congress.

4. COMNAVRESFOR Strategic Plan. The DoD tasks the Services and their subordinate commands to develop strategic plans. The COMNAVRESFOR strategic plan is as follows:

a. Mission: The Naval Reserve supports the Navy-Marine Corps team with mission ready units, equipment, and individuals throughout the full range of operations from peace to war.

b. Vision: Support to the Fleet...Ready and Fully Integrated.

c. Goals:

(1) Acquire, modify, and replace equipment.

(2) Maintain and operate equipment.

Enclosure (1)

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- (3) Fully manned, trained, accessible, and effectively used units
  - (4) Improve the system for translating customer requirements into Reserve missions.
  - (5) Improve Reservists accessibility to Naval Reserve Force (NRF) customer.
  - (6) Develop trained, motivated, loyal, and effective NRF.
  - (7) Improve the management system.
5. Commander's Statement. The Commander's Statement is a by-product of the strategic plan and depicts the resourcing priorities of COMNAVRESFOR from a broad perspective.
6. POM Preparation Procedures. The terms and procedures listed as follows are used in the POM process:
- a. Requirements Review Board (RRB): The RRB consists of Fleet CINC representatives, COMNAVRESFOR Chief of Staff (N01), Deputy Chiefs of Staff (N1, N3, N4, N5, N6, N7, N8, N00F); Commander Naval Air Reserve Force (N00B); Commander Naval Surface Reserve Force (N01); Naval Support Activity; Commander, Naval Reserve Recruiting Command; Director, Naval Reserve Information Systems Office (DIRNAVRESINFOSYSOFF), and Systems Executive Office (SEO) for Manpower and Personnel. All voting members should be an O6 and above. The RRB will validate claimant issues and prioritize those validated POM issues. The board is chaired by the COMNAVRESFOR Chief of Staff (N01).
  - b. Naval Reserve Program Strategy Board (NRPSB): The NRPSB consists of the Force Executive Steering Committee and Fleet CINC representatives. All voting panel members must be an O7 or at the senior O6 level; in addition, the NRPSB is chaired by Commander, Naval Reserve Force, and is the final check point to ensure issues adhere to the guidance disseminated.
  - c. Subject Matter Experts (SMEs): The SMEs are the originators of the issues. Each SME must be able to defend their program issues at the RRB; moreover, each SME will brief their issue and be available to answer any questions that arise.
7. Each command should identify requirements to be resourced as early as July of each year. Requirements should reflect the true needs and priorities of the command; furthermore, those requirements must reflect the goals and objectives of the strategic plan. Reserve generated requirements that do not reflect the needs of our external and internal customers will most likely not be supported by the resource sponsor.
- a. COMNAVRESFOR's external customers are the Unified CINCs, Fleet CINCs, Military Services, and Federal Agencies.
  - b. COMNAVRESFOR's internal customers are the Selected Reservists, full time support personnel, and Civil Service Employees.
8. The actual POM cycle runs from August to March of the following year; however, planning and assessment of missions and requirements is continuous throughout the fiscal year. It is imperative that COMNAVRESFOR forwards claimant issue papers to the Resource Sponsors that are clear, concise, justifiable, and reflect the true needs of the Naval Reserve Force.
9. Point of contact is COMNAVRESFOR (N81), DSN 678-4262, (504) 678-4262.

## POM 02 COMNAVRESFOR CLAIMANT ISSUE

Claimant: COMNAVRESFOR  
Assessment Category: Not required by OPNAV

DATE:  
FILE NAME:

**Issue: DESCRIPTIVE TITLE HERE**

Claimant POC/Code:  
Program Manager:  
Resource Sponsor POC/Code:

DSN:  
DSN:  
DSN:

E-MAIL:  
E-MAIL:  
E-MAIL:

**Claimant Issue Background & Description**

**Current Program**

**Alternatives**

**Offsets/Economies**

POM 02 COMNAVRESFOR CLAIMANT ISSUE

<u>FUNDING</u>		RAD	XXX	TY\$K							
Baseline	<u>RS</u>	<u>APPN</u>	<u>PE</u>	<u>AG/SAG</u>	<u>FY 01</u>	<u>FY 02</u>	<u>FY 03</u>	<u>FY 04</u>	<u>FY 05</u>	<u>FY 06</u>	
Alternative 1											
Delta											
<u>ENDSTRENGTH</u>											

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## NOTES

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PPBS DEFINITIONS**7 SEP 1999**

1. AG. Activity Group. Subcomponent code of the Budget Activity (BA) used to monitor programming, budgeting, and accounting levels.
2. APPN. Appropriation. The authority provided by an Act of Congress to incur obligations for specified purposes and to make payments therefore out of the Treasury. Appropriations are either annual, multiple year, or no-year. The Naval Reserve appropriations are Operations and Maintenance, Navy Reserve (OM,NR), Reserve Personnel Navy (RPN), and Military Construction, Naval Reserve (MCNR).
3. BAM. Baseline Assessment Memorandum. Critical evaluation of the funding required to reach a designated level of capability for a specific program. The BAM's purpose is to aid resource sponsors in determining the appropriate funding levels during Sponsor Program Proposal (SPP) development, assist in developing POM preliminary programming guidance, and to provide a benchmark for post-SPP assessments of how SPP resource allocations meet requirements and programming guidance.
4. COMMANDER'S STATEMENT. Document written by a commanding officer that expresses the needs and priorities of the command. It defines shortfalls and incorporates the strategic plan.
5. DPG. Defense Planning Guidance. The Secretary of Defense's (SECDEF's) fiscally constrained guidance on POM preparation. Contains four sections: strategy, programming guidance, scenarios, and annexes.
6. FYDP. Future Years Defense Program. An automated database of SECDEF approved programs covering a 6-year period for funding and a 9-year period for forces. It contains forces, manpower, and Total Obligational Authority (TOA) identified to a program element structure aggregated into the 11 major defense programs. The 11 major defense programs are:
  - a. Strategic Forces
  - b. General Purpose Forces
  - c. Intelligence and Communications
  - d. Airlift and Sealift
  - e. Guard and Reserve Forces
  - f. Research, Development, Test, and Evaluation
  - g. Central Supply and Maintenance
  - h. Training, Medical, and Other General Personnel Activities
  - i. Administration and Associated Activities
  - j. Support of Other Nations
  - k. Special Operations Forces
7. GPRA. Government Performance Results Act of 1993. An Act established by Congress to improve the confidence of the American people in the capability of the Federal Government, by systematically holding Federal agencies accountable for achieving program results.

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8. MCNR. Military Construction Naval Reserve. Appropriation for construction, acquisition, expansion, rehabilitation, and conversion of facilities for the training and administration of the reserve components of the Navy and Marine Corps as authorized by Chapter 133 of Title 10 United States Code. The MCNR appropriation is a multiple year appropriation that remains available for obligation for 5 FYs.
9. NRPP. Naval Reserve Program Proposals. POM issue papers developed by COMNAVRESFOR staff and echelon III-V commands. Addresses priorities within program guidance.
10. NRPSB. Naval Reserve Program Strategy Board. Chaired by COMNAVRESFOR. Composed of the Force Executive Steering Committee (FESC) and Fleet CINC representatives. Senior body that reviews and approves POM package before submission to CNO.
11. OMNR. Operations and Maintenance, Navy Reserve. An annual appropriation for expenses, not otherwise provided for, necessary for the operation and maintenance, including training, organization, and administration, of the Navy Reserve.
12. OPN. Other Procurement, Navy. A multiple-year appropriation that is available for obligation for 3 FYs. Finances the procurement, production, and modernization of equipment not otherwise provided for.
13. PE. Program Element. Subdivision of major defense programs that represent subprograms combining personnel, equipment, and facilities that together constitute an identifiable military capability. For example: PE 0502314N refers to F/A-18 Squadrons. Major Force Program (Guard & Reserve Forces)-05/02314-F/A-18 Squadrons/N-Navy.
14. POM. Program Objectives Memorandum. Comprehensive and detailed expression of the total requirements affordable within fiscal constraints associated with the mission and commitments of the Department of Navy.
15. PPBS. Planning, Programming, and Budgeting System. Based on the anticipated threat, a strategy is developed. Requirements of that strategy are estimated and programs are developed to package and execute the strategy. Finally, the costs of approved programs are budgeted.
16. PR. Program Review. An off-year review of the POM that allows for changes to resources.
17. RAD. Resource Allocation Display. Spreadsheet of Navy funding in the Future Years Defense Program (FYDP). Odd numbered RADs go to the resource sponsors while even numbered RADs go to the major claimants.
18. RPN. Reserve Personnel, Navy. Annual appropriation for pay, allowances, clothing, subsistence, gratuities, travel, and related expenses for personnel for the Naval Reserve on active duty under section 265 of Title 10, United States Code, or personnel while serving on active duty under section 672(d) of Title 10, United States Code, or while undergoing reserve training, or while performing drills or equivalent duty, and for payments to the Department of Defense Military Retirement Fund.
19. RRB. Requirements Review Board. Chaired by the COMNAVRESFOR, Chief of Staff (N01). Composed of DCOSs, COMNAVAIRESFOR, COMNAVSURFRESFOR, COMNAVRESUITCOM, NAVRESINFOSYSOFF, and SEO. Prioritizes and validates POM issues from field.

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20. RS. Resource Sponsor. Deputy CNO, Assistant CNO, or Director, Major Staff Office that is responsible for identifying an aggregation of resources that constitutes a task area. Resource sponsors are listed as follows:

N1	Manpower and Personnel	N8	Requirements, Resources and Assessment
N2	Intelligence	N85	Expeditionary Warfare
N4	Logistics	N86	Surface Warfare
N6	Space and Electronic Warfare	N87	Undersea Warfare
N7	Training	N091	R&D
N88	Air Warfare	N096	Oceanography
N093	Medical		
N09B	AVCNO/Admin		

21. SAG. Subactivity Group. An integrated programming, budgeting, and accounting code.

22. SME. Subject Matter Expert. Individual that has authorship to POM issue paper or has experience in a particular area. The expert briefs and/or justifies why issue should be funded.

23. STRATEGIC PLAN. As called for in the Government Performance Results Act of 1993, Chapter 3 of title 5 United States Code, section 306. A plan that a Federal Government entity develops to meet objectives in an organization by setting goals that are measurable.